進金生實業－運用數位轉型打造新節能服務商業模式

ACMEPOINT TECHNOLOGY CO. – USING DIGITAL TRANSFORMATION TO BUILD A NEW ENERGY-SAVING SERVICES BUSINESS MODEL

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摘要

　　個案公司原只從事協助大型工廠客戶進行節能管理作業，但公司董事長擬拓展業務至性質迥異的商辦大樓客戶。在舊有的思維及模式下，第一階段的內部報酬率評估雖為不可行，但因董事長的不放棄，團隊重新思維並應用價值工程於節電工程—硬體—的改變，從而得以拓增客源，增加營收與獲利。然而因軟體—顧客服務—未隨之改變，再度出現令人意想不到的挑戰。團隊改弦易轍應用服務藍圖，再次將不可能變為可能。透過兩階段—硬體與軟體（服務）—的演進，不僅讓公司從既有的工廠節能跨足到商辦大樓，卻也因此開展出嶄新的節能服務商業模式。

關鍵字:內部報酬率、價值工程、服務藍圖

ABSTRACT

　　The case company was originally only engaged in assisting large-scale factory customers with energy-saving services, but the chairman of the company planned to expand its business to completely different scope of customers - commercial office buildings. Under the existing energy-saving model, the first stage evaluation was not feasible in respect of the internal rate of return. However, due to the chairman's refusal to give up, his team re-thought and applied value engineering to the engineering hardware and finally succeed in winning new customers and gaining more revenue and profit. As the software, customer service, did not changed with the hardware, unexpected challenges arose again. After the team reversed actions and made use of the service blueprint, they made the impossible possible again. Through the two-stage evolution of hardware (engineering) and software (service), the company not only expands energy-saving services from factories to commercial buildings, but also builds a new energy-saving service business model.

Keywords: Internal Rate of Return, Value Engineering, Business Model